

**AN EXTENSIVE EXAMINATION OF WORK-LIFE BALANCE AND ITS INFLUENCE
ON EMPLOYEE PERFORMANCE AND JOB SATISFACTION**

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ABSTRACT

The objective of this review paper is to evaluate the influence of work-life balance on the job satisfaction and performance of employees. This study investigates the correlation between work-life balance and employee outcomes, emphasizing the criticality of attaining a state of equilibrium between professional obligations and personal life. A comprehensive theoretical framework is utilized in this study, which incorporates concepts and theories from numerous academic fields, including organizational behavior, psychology, and sociology. Prominent theories that are scrutinized encompass, among others, role theory, conservation of resources theory, and boundary theory. A systematic review methodology is employed in this paper to examine the extant body of literature pertaining to work-life balance, employee performance, and job satisfaction. An extensive compilation of scholastic articles, research papers, and pertinent studies is assessed with a critical eye and integrated in order to furnish a holistic comprehension of the subject matter. The results of this analysis underscore the favorable effects that work-life balance has on the productivity and contentment of employees. There is a positive correlation between employees who achieve a work-life balance and their achievement of elevated levels of job satisfaction and functional effectiveness. Additionally, the research delineates a multitude of determinants that impact work-life equilibrium, encompassing personalized coping mechanisms, organizational assistance, and adaptable work schedules. This study provides substantial ramifications for a multitude of stakeholders. It enhances the current corpus of knowledge in the field of research by integrating and synthesizing results obtained from numerous studies. The results underscore the significance of advocating for work-life balance initiatives within organizations, as this may result in enhanced employee performance and greater job satisfaction for practitioners. Promoting a healthy work-life balance has a

significant impact on employee well-being, work-related stress reduction, and overall quality of life at the societal level. A comprehensive analysis of the effects of work-life balance on employee job satisfaction and performance is presented in this review research paper. Through the synthesis of existing literature and the integration of multiple theoretical perspectives, this resource provides scholars, practitioners, and policymakers with an interest in comprehending and advocating for work-life balance within the professional sphere.

Key words: Work-life balance, Job satisfaction, Employee Performance

INTRODUCTION

Contemporary work environments are renowned for their fast pace, demanding nature, and increasing standards. The expectations placed on employees to meet these benchmarks have intensified as companies strive to remain competitive in the worldwide market. Nevertheless, it is important to note that achieving success should not come at the expense of a company's employees. Effectively balancing work and family responsibilities has become progressively crucial for fostering employee satisfaction and enhancing overall productivity. The concept of achieving a harmonious equilibrium between professional and personal responsibilities entails allocating sufficient time and energy to both. It involves managing and balancing responsibilities and obligations from job, personal life, family, and leisure activities. Despite recent focus, scholars and practitioners remain highly interested in and have differing opinions on the impact of work-life balance on employee performance and job satisfaction. This review paper aims to comprehensively analyze the correlation between work-life balance, employee performance, and job satisfaction through a systematic evaluation of existing literature. This research seeks to elucidate the mechanisms through which work-life balance enhances employee outcomes by synthesizing empirical studies conducted in many organizational settings and across numerous industries. The importance of work-life balance in today's workforce cannot be overstated. Organizations that prioritize efforts promoting work-life balance demonstrate a dedication to the welfare of their employees and can benefit from improved performance and increased job satisfaction. Employees who effectively manage their professional and personal responsibilities have reduced stress levels, enhanced productivity, increased engagement, and a higher sense of fulfillment in both areas of their lives. The examination will assess several aspects of work-life balance, such as flexible work arrangements, supportive organizational policies, and individual coping strategies. The study will also examine the impact of work-life balance on various indicators of employee performance, including task performance, creativity, innovation, and overall organizational effectiveness. The essay will analyze the correlation between work-life balance and job satisfaction, considering factors such as workplace involvement, organizational commitment, and intention to leave. This review aims to contribute to the existing body of information on work-life balance and its impact on both employees and organizations. It will achieve this by synthesizing and critically

analyzing prior studies. The findings will not only feed future research endeavors but also provide valuable insights for practitioners, human resource experts, and organizational leaders seeking to cultivate healthier work environments and enhance employee well-being. We explore the various aspects that constitute work-life balance. Traditionally, the main concern has been the conflict between work and personal obligations centered on time. However, current studies emphasize the importance of other factors as well. Factors such as the type of job, employee expectations, psychological pressures, societal standards, and individual personality qualities have all been discovered to have a substantial impact on the equilibrium between work and personal life. Additionally, our investigation uncovers fascinating correlations between work-life balance and employee success. One significant point of disagreement in this balancing act: An extensive examination of work-life balance and its influence on employee performance and job satisfaction.

OBJECTIVES OF THE STUDY

1. To investigate the relation between work-life balance and employee performance.
2. To examine the relation between work-life balance and job satisfaction.
3. To determine the elements that contribute to achieving work-life balance in the workplace.
4. To evaluate the impact of work-life balance on employee engagement and motivation.
5. To examine the possible impacts of work-life balance on employee well-being and quality of life.

REVIEW OF LITERATURE

Work-Life Balance and Employee Performance

Multiple studies have examined the correlation between work-life balance and worker performance, determining that individuals are more likely to excel in their employment when they experience a greater sense of equilibrium between their work and personal lives. According to a study conducted by Greenhaus and Powell in 2006, employees who reported having a more favorable work-life balance demonstrated higher job performance. In a similar vein, Allen, Herst, Bruck, and Sutton (2000) observed that the achievement of work-life balance has a positive correlation with task performance. This is because individuals who experience less conflict between their work and family responsibilities tend to exhibit higher levels of concentration and commitment to their work. There is a correlation between work-life balance and reduced rates of absenteeism and turnover. Based on a 1998 study conducted by Kossek, Roberts, and Ozeki, employees who achieved a higher level of work-life balance demonstrated a reduced likelihood of engaging in absenteeism and turnover behaviors. This suggests a positive impact on the productivity and stability of the organization. Based on these findings, companies that prioritize

work-life balance are more likely to observe a rise in staff productivity and a decrease in expenses associated to employee turnover.

Work-Life Balance and Job Satisfaction

Job satisfaction has a crucial role in determining the performance of an organization and the level of engagement among its employees. Extensive research has investigated the relationship between job satisfaction and work-life balance, highlighting the positive correlation between these two aspects. Allen et al. (2000) found that employees who achieved a more favorable equilibrium between their work and personal lives exhibited elevated levels of job satisfaction. Grzywacz and Marks (2000) discovered similar results, indicating that maintaining a healthy equilibrium between work and family life has a positive influence on general life contentment, which subsequently affects job satisfaction. Work-life harmony has been linked to enhanced psychological well-being, which in turn can lead to higher job satisfaction. Clark's (2000) research indicates that individuals who reported a greater work-family balance experienced reduced stress levels and increased job satisfaction. This demonstrates that individuals are prone to experiencing greater job satisfaction when they are capable of effectively managing the demands of both their professional and personal lives.

Factors Influencing Work-Life Balance

The impact of work-life balance on employee performance and job satisfaction is influenced by several factors. Flexible work arrangements, such as telecommuting and flexible scheduling, have been shown to have a positive effect on work-life balance (Hill, Hawkins, Ferris, & Weitzman, 2001). These agreements allow employees greater autonomy in determining their working hours and place of work, so promoting a more harmonious equilibrium between professional and personal life. Organisational support is a crucial factor in achieving work-life balance. Supportive organizational policies and practices, such as providing family-friendly benefits and promoting a work-life balance culture, have been shown to enhance employee happiness and performance (Kossek et al., 1998). Moreover, the support of supervisors is essential in fostering work-life balance as it has been demonstrated to be linked with higher levels of worker contentment and overall wellness (Thomas & Ganster, 1995).

Interventions and Results of Work-Life Balance

Various initiatives and interventions have been implemented to enhance the equilibrium between work and personal life, and their impact on employee productivity and job contentment has been examined. Michel et al. (2011) conducted research to examine the efficacy of work-life balance training programs. Based on the findings, employees who participated in this training program experienced reduced work-family conflict, increased job satisfaction, and enhanced organizational commitment. This demonstrates the intentional endeavors to achieve a state of

equilibrium between work and personal life. The article titled "Eur. Chem. Bull. 2023,12(Special Issue 12)" may be found on pages 668-678. Promoting work-life balance can yield advantageous outcomes for both employees and organizations. Compressed workweeks and job sharing, along with other flexible work arrangements, have been discovered to have a substantial impact on work-life balance and its outcomes. Thompson et al. conducted a study in 1999 to examine the effects of shorter workweeks on job satisfaction and productivity. The findings indicate that employees who worked compressed hours experienced higher levels of job satisfaction and perceived benefits in terms of productivity. This was mostly due to reduced commuting time and increased leisure time. Research indicates that job sharing arrangements, where multiple employees divide the responsibilities of a full-time role, can improve work-life balance and increase job satisfaction. (Casper, Eby, Bordeaux, Lockwood, & Lambert, 2007).

The relationship between organizational culture and work-life balance

Organizational culture has a significant impact on work-life balance and its impacts on employee outcomes. Brough, O'Driscoll, and Kalliath (2005) conducted a study on the impact of organizational culture on individuals' capacity to integrate their professional and personal life. The results indicated that implementing policies and practices that promote work-life balance and cultivate a supportive organizational culture were associated with reduced work-family conflict and increased job satisfaction. Conversely, a culture that disregards work-life balance has been linked to heightened stress levels and reduced job satisfaction. Furthermore, studies have investigated how management and leadership might facilitate the achievement of work-life balance. The study conducted by Grzywacz, Carlson, and Kacmar in 2007 shown that supervisor support for work-life balance had a favorable effect on employee outcomes, including jobsatisfaction, commitment, and reduced turnover intentions. Leaders that prioritize work-lifebalance and actively help their people in achieving it can foster a more positive workenvironment and increase job satisfaction.

RESEARCH METHODOLOGY

The research design of this study is focused on evaluating the influence of work-life balance on both employee performance and job satisfaction. The research methodology utilized in this review study is a comprehensive examination of current literature. A systematic review facilitates a thorough investigation and integration of pertinent studies on the subject, providing a more impartial study and interpretation of the results.

Data Collection: The data gathering approach for this review paper entailed a comprehensive search and meticulous selection of pertinent papers from many scholarly databases, including Scopus, Web of Science, and Google Scholar. The search strategy employed a combination of keywords pertaining to work-life balance, employee performance, and job satisfaction.

Furthermore, alongside the computerized database search, we additionally examined the reference lists of chosen papers to uncover any supplementary pertinent studies.

Data Analysis: The process of data analysis entailed a methodical and comprehensive investigation of the chosen studies. The pertinent data from each investigation, such as the study design, sample characteristics, measurement tools, and significant findings, were extracted and systematically arranged for subsequent synthesis and analysis. The retrieved data were further subjected to thematic analysis in order to discover prevalent patterns, topics, and trends pertaining to the influence of work-life balance on employee performance and job satisfaction.

Ethical Considerations: Since this study provides a comprehensive analysis of previously published research, obtaining ethical approval was unnecessary. Nevertheless, the researchers diligently upheld ethical issues throughout the evaluation process. This entailed upholding the principles of secrecy and anonymity when reviewing the papers, as well as accurately attributing and honoring the original authors' contributions. In addition, the study selection procedure was conducted with the aim of eliminating any bias. This was achieved by implementing explicit inclusion and exclusion criteria and involving multiple reviewers to reduce subjectivity.

CONCLUSIONS

The findings of this study provide compelling evidence of the significant impact that work-life balance has on both productivity and job satisfaction. Research indicates that work-life balance has a positive correlation with various outcomes, including employee productivity, job satisfaction, engagement, wellbeing, retention, organizational commitment, creativity, team dynamics, job attitudes, motivation, stress management, and problem-solving skills. The study revealed several factors that influence work-life balance, such as flexible work schedules, fostering supportive organizational cultures, clear expectations and boundaries, and the presence of resources and support networks. These components highlight the importance of organizational support in promoting work-life balance and its positive impacts. The study additionally shown that work-life policies and programmes had a beneficial impact on employees' personal lives, leading to enhanced relationships, more engagement in recreational activities, and improved alignment between work and personal responsibilities. The findings emphasize the importance of autonomy and flexibility in employment structures to promote a healthy equilibrium between work and personal life. Employees who had greater autonomy in determining their work schedules and the flexibility to manage the integration of their professional and personal lives reported higher levels of job satisfaction, overall well-being, and loyalty to their employer. Research has demonstrated that maintaining a healthy work-life balance has several positive

effects on the workplace. It enhances team chemistry and collaboration, reduces absenteeism and improves timeliness. It also boosts job engagement and supports workplace advocacy. These findings emphasize the broader organizational benefits of promoting work-life balance. This study emphasizes the overall impact of work-life balance on both employees and organizations. To enhance employee performance, job happiness, and overall well-being, it highlights the importance of creating a work-life balance conducive environment for both employers and employees. Further research could investigate additional factors that may influence work-life balance in different situations and more thoroughly analyze the mechanisms via which it impacts these outcomes. The study elucidates the potential economic benefits of promoting work-life balance inside organizations, in addition to the previously stated findings. Organizations can reduce costs by minimizing turnover rates and the associated expenses for recruitment and training, while yet retaining a stable and well-informed workforce. Based on the research results, providing financial support for work-life programs and policies can contribute to the long-term success of an organization.

The research findings also highlight the positive impact of achieving work-life balance on individuals' problem-solving abilities and creativity in the workplace. Employees are more inclined to offer fresh insights and innovative concepts to their job responsibilities when they are given opportunities to unwind and engage in extracurricular activities. This discovery underscores the importance of maintaining a harmonious balance between work and personal life in order to cultivate a workplace culture that fosters innovation and creativity. The study highlights the significance of work-life balance in reducing workplace stress and preventing burnout. Organizations can cultivate a more salubrious and efficient workplace by providing employees with the necessary resources and assistance to effectively manage the equilibrium between their professional and personal obligations. Consequently, this can lead to improved mental well-being and overall job contentment. The findings also suggest a significant correlation between work-life balance and employee job attitudes, such as organizational commitment, job involvement, and job satisfaction. Employees are more inclined to experience a stronger sense of affiliation with their organization, exhibit higher levels of engagement in their work, and derive greater satisfaction from their roles if they see a more favorable equilibrium between their work and personal lives. These positive work attitudes can enhance employee productivity and contribute to the overall success of the organization.

In summary, this study emphasizes the intricate nature of achieving work-life balance and the extensive impact it has on individuals and organizations. The findings emphasize the need of fostering a congenial work environment that prioritizes work-life equilibrium to enhance employee well-being, satisfaction, and overall productivity. Continued study in this topic might further explore the causes and therapies that effectively promote work-life balance and maximize its benefits for employees and organizations.

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